



**RCA
CITY OF AUSTIN
RECOMMENDATION FOR COUNCIL ACTION**

**AGENDA ITEM NO.: 9
AGENDA DATE: Mon 09/12/2005
PAGE: 1 of 1**

SUBJECT: Approve the Austin Convention and Visitors Bureau (ACVB) 2005-2006 Marketing Plan, and proposed budget in the amount of \$5,829,890, and set the contract payment from the City of Austin to ACVB at \$5,106,690 for the Fiscal Year 2005-2006 and direct the City Manager to file the approved documents with the City Clerk's office as required by the Texas Tax Code.

AMOUNT & SOURCE OF FUNDING: Funding in the amount of \$5,106,690 is available in the Fiscal Year 2005-2006 proposed operating budget for the Tourism and Promotion Fund. The 2005-2006 Tourism and Promotion Fund is attached.

FISCAL NOTE: There is no unanticipated fiscal impact. A fiscal note is not required.

REQUESTING Convention Center
DEPARTMENT:

**DIRECTOR'S
AUTHORIZATION:** Robert Hodge

FOR MORE INFORMATION CONTACT: Robert Hodge, Director, Convention Center 404-4040;
Larry Anderson, Chief Financial Manager, 404-4055

PRIOR COUNCIL ACTION: N/A

BOARD AND COMMISSION ACTION: N/A

PURCHASING: N/A

MBE / WBE: N/A

The Marketing Plan and budget for Fiscal Year 2005-2006 were submitted by ACVB as required by their contract with the City of Austin.

The City's contract payment to ACVB in FY 2005-2006, which is funded primarily from hotel occupancy tax, will be \$5,106,690. ACVB expects to receive \$723,200 from other sources, e.g. from visitor center sales, donations and promotions.

This Council action will approve the 2005-2006 ACVB Marketing Plan and proposed budget in the amount of \$ 5,829,890 for Fiscal Year 2005-2006. Upon approval of this resolution, the ACVB contract will incorporate the newly approved budget and marketing plan.

ATTACHMENTS:

- (1) proposed Fiscal Year 2005-2006 budget for ACVB
- (2) 2005-2006 Tourism and Promotion Fund
- (3) 2005-2006 Marketing Plan for ACVB

AUSTIN CONVENTION & VISITORS BUREAU

Proposed Budget 2005-2006

REVENUE	Proposed	CYE	Approved
	FY 2006	FY2005	FY2005
City Contract - Fiscal Year 2005/06 Bed Tax & General Fund Allocation	5,106,690	4,534,255	4,534,255
ACVB Reserve Funds	-	57,277	-
Retail Revenue	205,000	106,338	111,000
Publication Sales	22,000	19,002	22,000
Rack Rental	25,000	23,599	22,000
Assessment Fees	12,000	11,117	15,000
Promotional Participation	123,750	65,485	71,450
Services Billed	116,250	64,905	81,860
Donated Services	215,000	178,454	295,621
Interest Income	4,200	3,993	2,400
Other Income	-	40,496	-
TOTAL REVENUE	5,829,890	5,104,921	5,155,586
EXPENSES			
Convention Sales & Services	2,836,607	2,492,225	2,435,795
Marketing	1,354,970	1,044,327	1,199,948
Finance/Administration/IT	1,123,627	1,076,528	1,052,215
Music & Film	211,904	168,831	179,088
Visitor Center	302,782	325,212	288,542
TOTAL EXPENSES	5,829,890	5,104,921	5,155,586
CHANGE IN NET ASSETS			
	-	-	-
	2006 Percentage Allocation	2005 Percentage Allocation	
Convention Sales	32%	31%	*
Minority Chamber Support	5%	5%	*
Tourism Sales	5%	5%	*
Convention Services	5%	6%	*
Convention Services - Housing	2%	2%	*
Marketing Communications	12%	7%	**
Music & Film	4%	4%	
Heritage Tourism	11%	13%	**
Visitor Center	5%	6%	
Finance/Administrative/IT	19%	21%	
	100.0%	100.0%	

Tourism and Promotion Fund — 2005-06

Purpose and Nature of Fund

The Tourism and Promotion Fund is a special revenue fund that receives 1.45 cents of the 9.0 cent Hotel Occupancy Tax to promote conventions and tourism for Austin. Of the 1.45 cents up to .25 cents must be used for heritage tourism as mandated by City Ordinance.

Factors Affecting Funding

The allocation of bed tax receipts to the Tourism and Promotion Fund for FY 2005-06 is \$4.8 million. This funding is 9.0 percent higher than the FY 2004-05 Amended Budget and 5.0 percent higher than estimated receipts for FY 2004-05. The increase is based on higher hotel occupancy rates and average room rate charges. Additional revenue sources for the Tourism and Promotion Fund include interest earnings, budgeted at \$4,000, and a General Fund transfer. The General Fund transfer of \$125,382 is the same amount as the transfer in the FY 2004-05 Amended Budget.

Factors Affecting Requirements

The total proposed requirements are \$4.9 million, which is 8.5 percent higher than the FY 2004-05 Amended Budget. Currently, tourism and promotion activities are performed by the Austin Convention and Visitors Bureau (ACVB) through a contract with the City. A portion of the increase in occupancy tax revenue will fund a new sales manager position to enhance overall marketing efforts including Austin's African American culture, venues and events.

In prior years, the City set aside 10 percent of the total Hotel/Motel Occupancy Tax Revenue as a contingency reserve in the event that revenue fell below projections. During FY 2004-05 to minimize the impact of decreasing revenue on ACVB operations, no contingency or working capital reserve was set aside, although in FY 2004-05, the ACVB re-established \$137,460 of the working capital reserve of \$412,379 they are contractually required to maintain. In FY 2005-06, the ACVB will add another \$147,460 to this reserve for a total of \$274,920.

	2003-04 Actual	2004-05 Amended	2004-05 Estimated	2005-06 Proposed
Revenue	\$1,095	\$10,000	\$3,062	\$4,000
Transfers In	\$4,213,832	\$4,524,255	\$4,690,344	\$4,918,590
Requirements	\$4,168,467	\$4,534,255	\$4,534,255	\$5,106,690

TOURISM AND PROMOTION FUND

	2003-04 ACTUAL	2004-05 AMENDED	2004-05 ESTIMATED	2005-06 PROPOSED
BEGINNING BALANCE	<u>(29,656)</u>	<u>0</u>	<u>24,949</u>	<u>184,100</u>
REVENUE				
Miscellaneous	154	0	0	0
Interest on Investments	<u>941</u>	<u>10,000</u>	<u>3,062</u>	<u>4,000</u>
TOTAL REVENUE	<u>1,095</u>	<u>10,000</u>	<u>3,062</u>	<u>4,000</u>
TRANSFERS IN				
Hotel/Motel Occ Tax Revenue	4,088,450	4,398,873	4,564,962	4,793,208
General Fund	<u>125,382</u>	<u>125,382</u>	<u>125,382</u>	<u>125,382</u>
TOTAL TRANSFERS IN	<u>4,213,832</u>	<u>4,524,255</u>	<u>4,690,344</u>	<u>4,918,590</u>
TOTAL AVAILABLE FUNDS	<u>4,214,927</u>	<u>4,534,255</u>	<u>4,693,406</u>	<u>4,922,590</u>
EXPENSES				
Tourism and Promotion Contracts	<u>4,168,467</u>	<u>4,534,255</u>	<u>4,534,255</u>	<u>5,106,690</u>
TOTAL EXPENSES	<u>4,168,467</u>	<u>4,534,255</u>	<u>4,534,255</u>	<u>5,106,690</u>
TOTAL REQUIREMENTS	<u>4,168,467</u>	<u>4,534,255</u>	<u>4,534,255</u>	<u>5,106,690</u>
EXCESS (DEFICIENCY) OF AVAILABLE FUNDS OVER TOTAL REQUIREMENTS	<u>46,460</u>	<u>0</u>	<u>159,151</u>	<u>(184,100)</u>
Adjustment to GAAP	<u>8,145</u>	<u>0</u>	<u>0</u>	<u>0</u>
ENDING BALANCE	<u>24,949</u>	<u>0</u>	<u>184,100</u>	<u>0</u>



**2005/2006
Marketing Plan**

Marketing Plan

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Overview

The Austin Convention & Visitors Bureau is charged with marketing Austin nationally and internationally as a premier business and leisure destination, thus enriching our community's overall quality of life.

Austin CVB presents this overview of the 2005-06 Marketing Plan to be implemented as the approved budget allows. This plan focuses on generating business from meetings and conventions, group tours and individual leisure visitors. It strives to increase demand in Austin for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry and the city as a whole.

The Austin MSA attracts some 17 million visitors annually, who spend \$2.8 billion and leave a \$2.45 billion impact on the regional economy (City Tourism Impact: The Economic Impact of Travel & Tourism in Austin, Texas, Global Insight, Feb. 2, 2005). Tourism is recognized as one of the bright spots on Austin's economic landscape. With the expansion in May 2002 of the Austin Convention Center, which doubled the size of the facility, the opening of a convention center hotel and another 450 hotel rooms currently under construction in downtown Austin maintains enhanced visibility in the national marketplace as a prime meetings destination. State and national groups once considered too large for the city are now considering or have already booked business here.

STATE OF THE INDUSTRY

Travel in all areas—meetings, corporate and leisure—continues to grow, resulting in higher hotel occupancy. Over the past three years, strong marketing efforts by Austin CVB to promote the Austin Convention Center expansion and headquarters hotel focused attention on the city as a "new" meetings destination.

National attention on the city remains positive, particularly regarding the music, movie and cultural scene. This publicity complements efforts by the ACVB staff to "sell" the city. However, our research indicates

that meeting planners, in particular, still hold shallow perceptions about Austin. While they may have heard of Austin, they don't always know a lot about the city and tend to link their views with other Texas destinations such as Dallas and Houston. Therefore, it remains imperative that Austin CVB boost advertising and promotional efforts to infiltrate the market with a distinct and memorable message.

ECONOMIC FACTORS

After three consecutive years of sluggish hotel occupancy, the market finally began showing signs of solid recovery during the first half of 2005. At the end of April, area hotels enjoyed nearly an 18% occupancy increase, year-to-date, and RevPAR rose 26% (Smith Travel Research, April 2005). This rebound returns the industry to pre-9/11 levels. In comparison, Austin hotels led the state's major cities during the first quarter of the year, nearing 70% occupancy.

After exceeding its room night booking goal in FY '03-04 by 20,000 rooms, the Austin CVB increased its FY '04-05 goal by 5% and raises that another 5% in the upcoming fiscal year. Despite the favorable outlook for group business in 2006 (43 citywide conventions booked as of 6/8/05), there continues to be concerns for 2007 and beyond. Among the many challenges facing the convention sales staff are increased competition, attrition, shorter booking cycles and decreased convention attendance.

Austin CVB continues to scrutinize all programs and direct careful attention to those that do not directly impact hotel occupancy. As in the past, we rely heavily on industry partners to help leverage our presence in advertising, tradeshow and promotional programs. During this past fiscal year, we adjusted our budget following an increase in hotel-motel tax receipts. These supplemental funds allowed us to place advertising in convention trade publications, which we had not originally planned. Our efficient and accountable fiscal controls are carefully monitored by our Board of Directors to ensure that we invest resources carefully in cost-effective marketing and sales programs.

MARKETPLACE

The demands generated by an increasingly competitive marketplace continue to pressure the Bureau's already limited budget resources. Within Texas, San Antonio, Houston, Fort Worth and Grapevine all recently completed convention center expansions. To increase its competitive edge in the national association market, Austin CVB has contracted with a representation firm to assist with business development in the Midwest and Northeast. For long-term success, the Bureau must secure additional financial resources for advertising, promotions and client development.

In competing on a national level for business to fill the expanded Convention Center and area hotels, Austin CVB is now negotiating with groups that expect an elevated level of service and additional incentives that had not previously been required. This greatly impacts the staff and budget in order to meet expectations under current funding levels. Commitments made in the past in order to attract high-profile, multiple-year national conventions are now coming due, and additional funds are necessary to meet those obligations.

MEETINGS & CONVENTIONS

The goal of our Convention Sales staff is two-fold: aggressive long-term pursuit of large groups to the Convention Center and solid penetration of the short-term group market for individual hotel business. Primary market segments are national and state associations, sports/recreation, religious, government and multi-cultural groups.

During calendar year 2005, there are 52 conventions filling the convention center and multiple hotels, with the possibility of another 4 groups that may also contract business. Year-to-date (6/6/05), 43 citywides are under definite contract for 2006 and another 18 considered as tentative. However, the outlook for 2007 changes drastically, with only 16 definite groups on the books.

Although the sales department has increased the number of room nights booked by 55% over the last four years, 2007 and 2008 are of significant concern due to the slow rate of advanced bookings and the reduction in sales programming over the past three years because of budget cuts. By late 2005, the sales department will fully implement an innovative Trends Analysis Projection that allows the Bureau and hotels to look ahead for eight years at convention bookings. The report helps identify soft spots in the calendar and track the pace of bookings.

LEISURE TOURISM

In the leisure travel market, consumers continue to plan shorter, regional vacations to nearby drive markets, which bodes well for Austin. Our biggest competition for leisure travelers comes from neighboring Texas cities. Budget restraints dictate that staying top-of-mind with the consumer requires innovative approaches to keep pace with the advertising and promotional programs of those cities.

With the increased visibility of Austin in the national media and trends showing an increase in regional travel, leisure tourism represents a viable area of growth for Austin. We see this as an opportunity to pique the interest of domestic and international tour operators who have not explored this market and to increase the number of individual leisure trips, particularly through travel packaging. It also allows us to leverage our partnerships with local attractions and neighboring Hill Country towns to boost our regional marketing efforts.

The launch of a new consumer resource management system and accompanying e-marketing tools allows us to more effectively reach potential visitors. We currently receive an average of 2,000 requests per week for information about Austin. In addition to responding to these inquiries by mailing a travel packet, we follow up with e-mail blasts offering travel packages, special hotel offers, announcements of festivals and other events.

MARKETING COMMUNICATIONS

Austin continues to benefit from outstanding media coverage. For the third consecutive year, the Marketing Communications department experienced more than \$1 million of editorial coverage during March/April. Feature stories in *The New York Times*, *Food & Wine*, *Travel + Leisure*, *Southern Living* and *Men's Journal* all recognized Austin as a favorite U.S. city.

Strained advertising budgets prompt increased public relations efforts to maintain Austin's prominent standing in the national media. The Marketing Communications Department proactively pursues national, regional and local media coverage through an ongoing schedule of press releases, media visits and familiarization tours. As the current image gallery dates to 1998, the department needs new photography to effectively respond to media requests and provide adequate collateral materials for staff use.

Austin CVB will unveil a completely new website by late summer 2005, as the final component of a new

Customer Resource Management system. Ongoing efforts to generate demand from decision makers in the travel and meetings industry and to provide consumers with the most comprehensive and updated information available on Austin drives us to improve, upgrade and enhance the marketing tools on our website.

CUSTOMER SERVICE

From working with meeting planners to boosting attendance at upcoming conventions to providing individual tourists with maps and directions for local attractions, the priority for Austin CVB is to ensure that visitors enjoy Austin and want to return.

The Convention Services Department delivers an outstanding level of personal assistance at every step of the meeting process, from preliminary visits with meeting planners to on-site execution of the event. We supply additional resources for the convention groups through collateral materials, housing and registration assistance and on-line materials. The new Customer Resource Management (CRM) and housing reservation systems greatly increase that level of service.

Customer expectations require sophisticated convention services to guarantee Austin's success as a convention destination and to maintain a competitive advantage. This places extreme pressure on the Convention Services department.

A year ago, Austin CVB moved the Austin Visitor Center to Sixth Street to better serve the needs of visitors. In doing so, we also received recognition for our efforts in preserving and renovating the historic Grove Drug building. While the Visitor Center's walk-in traffic increased, the biggest success of the new location has been the growth in retail sales. In the first year, gross revenue receipts rose 36%. The center continues to expand the retail component and explore new revenue sources to eventually make the center self-funding.

HERITAGE MARKETING

Another area for potential growth comes from heritage tourism, a large segment of the \$40 billion Texas tourism industry (*Texas Historical Commission*). By extending and enhancing the programs of our Heritage Marketing Department, we can direct more travelers toward experiencing Austin's unique heritage and culture. The April 2005 issue *AmericanStyle* magazine recognized Austin as one of the country's top cultural destinations.

FILM & MUSIC MARKETING

MovieMaker magazine declared Austin as the top city in North America for filmmaking in 2004 and the second best in 2005. The success of films such as *Friday Night Lights*, world premiere of Robert Rodriguez's *Adventures of Shark Boy & Lava Girl* and filming of MTV's *Real World* in downtown Austin kept the local film industry busy again this year. Austin's film budgets totaled more than those for all the rest of Texas cities combined.

Austin CVB's Film Office capitalizes on the city's popularity as a leading film location. We work closely with industry professionals, city government and other community partners to enhance Austin's reputation as a film friendly city.

In recognizing and promoting Austin as the "Live Music Capital of the World," Austin CVB aggressively markets the local music community to convention groups, organizations and media. In doing so, we will book at least 200 local acts for meetings and events during this fiscal year. A new Music Marketing Manager is working closely with the music community to provide continued support and explore new promotional opportunities to utilize one of the city's greatest assets. The Music Office produces a compilation CD of Austin music that is used as a primary promotional tool by the ACVB staff at tradeshow, as client gifts and for the media.

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Convention Sales

Mission

The mission of the Convention Sales Department is to promote Austin as a premiere meetings and convention destination to meeting planners throughout the world. Our primary objective is to generate meeting and convention business for Austin hotels, the Austin Convention Center and other venues in the City of Austin.

State of the Industry

The hospitality community currently faces three major issues:

- Change in booking cycle
- Increased competition
- Managing attrition

Changes In booking cycle

Changes in booking cycles continue to be an issue, with meetings and conventions pushing signed agreements until closer to actual date of the event. This, however, creates opportunities for the Austin CVB to book groups that are looking 2-3 years out. We have implemented an aggressive prospecting campaign to promote Austin to organizations that have not yet committed to other destinations. We are targeting 2006, 2007 and 2008.

Increased competition

Currently, the market is crowded with emerging and existing destinations vying for the same business opportunities. We continue to see lower prices and booking incentives being offered to clients by our competition. To offset this, we are coordinating our advertising campaign with our prospecting and sales programs, as well as utilizing our new e-marketing system, to deliver the message of Austin's unique attributes as a meeting site, including the diverse music and cultural scene. Additionally, we work in conjunction with Convention Services to offer booking incentives or concessions to appropriate groups during the bid process.

Managing attrition

Due to the increased availability of internet booking engines, organizations continue to face the issue of attendees booking rooms outside of their contracted room block during conventions and meetings. This results in monetary penalties and relationship challenges between the clients and the hospitality community. We are working with groups to minimize the effects of this trend. Austin CVB staff aggressively researches and validates an organization's history prior to its programs in Austin. In doing so, we identify potential issues and proactively seek solutions for them. We are currently checking histories of groups meeting within the next two years to determine if we need to adjust room blocks or convention center space. This could free up space to book additional business into Austin.

Department Overview

The responsibilities of the Sales Team members are divided by both region and group type. We recently realigned our sales team to better address the priorities outlined above. The team is as follows:

Title	Name	Assigned Markets
Director of Sales	Mary Kay Hackley	House Accounts; Special Markets
Regional Director	Charlie Wilson	Mid-Atlantic Assn. & Corp.
Sales Manager	Laurie Hartz	Midwest Assn. & Corp.
Sales Manager	Open position	Northeast Assn. & Corp.
Sales Manager	Donna Cottle	Government; Religious
Sales Manager	Alysia Tata	West Coast Assn. & Corp.; UT
Sales Manager	Shannon Cannon	Texas Assn.; SE Assn. & Corp.
Sales Manager	Craig Jenkins	Sports
Sales Manager	Matthew Payne	Fraternal; Sports
Express Sales Manager	Erin Counts	Groups Under 150 Peak Rooms
Sales Programs Manager	Christine Cramer	Key operator of Sales Automation System; also handles administrative and operational responsibilities for all Convention Sales programs

Sales Goals & Initiatives, 2005-2006

	FY 2004/2005	FY 2005/2006
Annual Goal	400,000	420,000
"A" Business Goal	220, 995	226, 800
"B" Business Goal	149, 893	158, 000
"C" Business Goal	29, 112	35, 200

Sales Activities, 2005-06:

Site Visits	80
Tradeshows	18
Sales Missions	10
Familiarization Tours	2
Partnered Events	10

Goal 1: Allocate sales personnel to regions/market segments not adequately covered

Strategies:

- Expand sales focus in the mid-west, northeast, southeast, incentive, multicultural and corporate markets
- Expand sales focus in vertical markets that have obvious potential for Austin (ethnic, pharmaceutical, fraternal, high tech, sports, music/film)
- Expand efforts in small meetings market
- Continue to align our sales efforts to target third party booking agents (Smith Bucklin, Conferon, Conference Direct, International Meetings Network, Helms-Briscoe)

Goal 2: Increase sales related activities to develop a more prominent brand presence in the national marketplace

Strategies:

- Reinstate and increase sales programming to include qualified sales missions and individual sales trips, tradeshows, site visits, FAMs and partnered programs/events

Sales Calls and Business Development Activities

First Quarter	
Event	Type
Teams USA	Tradeshow
M&C Biz Bash	Tradeshow
Smith Bucklin Educational Site Visit	Business Development
IAEM Expo Expo	Tradeshow
Holiday Showcase	Tradeshow
Texas Area Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
Multi-Cultural Sales Calls (DC)	Sales Trip
West Coast Sales Calls	Sales Trip
Northeast Sales Calls	Sales Trip
USHCC	Tradeshow
ITME	Tradeshow
NCBMP	Tradeshow

Second Quarter	
Event	Type
Austin Urban League	Business Development
Local Austin Client Event	Business Development
African-American Luncheon	Business Development
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
TSAE Southwest Showcase	Tradeshow
PCMA Annual Meeting	Conference
RCMA Annual Meeting	Tradeshow
MPI-PEC	Tradeshow
Destination Showcase DC	Tradeshow

Third Quarter	
Event	Type
Chicago Client Event	Business Development
TSAE Invitational	Business Development
West Coast Sales Calls	Sales Trip
Northeast Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
Texas Sales Calls	Sales Trip
SGMP	Tradeshow
Destination Showcase Chicago	Tradeshow
Conference Direct	Tradeshow
HCEA	Tradeshow
GWSAE Springtime	Tradeshow
NASC	Business Development

Fourth Quarter	
Event	Type
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
FEA	Tradeshow
TSAE Educational Conference	Business Development
ASAE Annual Meeting	Tradeshow
Affordable Meetings- DC	Tradeshow
CESSE	Tradeshow
MPI-WEC	Tradeshow

Goal 3: Develop promotional budget and increased resources to adequately compete in the national marketplace for group business

Strategies:

- Based on available budget dollars, allocate funds to offset transportation costs, offset center costs, and offer food and beverage support, welcome area and downtown signage programs in conjunction with Convention Services for fulfillment
- As we move into a more competitive environment with cities of similar size and larger, we need to focus on the clients' needs and challenges. The launch of a new state-of-the-art e-marketing systems enhances the sales efforts by giving us the tools to assist our clients in meeting their objectives. This new system allows Austin CVB team to engage more in-depth communications with clients. With the enhanced infrastructure—hotels, venues and convention center space—to meet clients' logistical needs, we can assist in driving attendance, increasing exhibitor participation and delivering pertinent messages to their members. With this service, Austin gains a competitive advantage over our competitors.

Goal 4: Sales Training

Strategies:

- Develop and utilize ongoing sales training to increase effectiveness of sales force and to have best trained sales team in the CVB industry.

Goal 5: Increase marketing/advertising for added exposure in the group meetings market

Strategies:

- Develop brand recognition of Austin as a nationally recognized group destination for conventions and in-house group meetings. Coordinate advertising campaign with prospecting efforts and sales programs, as well as utilizing our new e-marketing system to deliver the message of Austin's unique assets, including music and diverse cultural scene.

Goal 6: Target 2006, 2007 and 2008 meetings and conventions business

Strategies:

- We have identified 2006-2008 as essential business years. Utilizing all of our databases and national sales contacts to generate interest and leads for these years, we have developed aggressive prospecting goals for each market to move these years in a positive direction.

Goal 7: Further develop multi-cultural market

Strategies:

- Continue targeting the multi-cultural market as having a potentially strong economic impact for Austin. Attracting these meetings is highly competitive due to the number of cities that need business during holidays and summer months when these groups traditionally meet. We will leverage Austin's reputation for diversity and unique characteristics to attract these groups. In addition, we will continue to coordinate marketing efforts with the Hispanic, African-American and the Asian chambers of commerce.

Goal 8: Enhance business from Texas and regional association markets

Strategies:

- The state and regional association "drive" market continue to be a mainstay for both short and long-term opportunities providing a base of business for Austin hotels and the Austin Convention Center. We will continue to work with these groups to assure that Austin stays in their rotation patterns. Additionally, we continue to focus on the 1,000-2,500 peak night programs, as these offer the strongest impact on the city's success. Our state and regional sales efforts consist of tradeshow, sales calls, client development events and an aggressive prospecting program.

Goal 9: Increase presence in national association market

Strategies:

- Focus on the Washington D.C. and Chicago markets by leveraging Austin as a unique, new, easily accessible and affordable destination to compete for larger national meeting and conventions. Increase awareness of Austin in these target markets through direct sales, site visits, tradeshow, hotel national sales offices and integrated marketing programs. Concentrate efforts on short term bookings for 2006, 2007 and 2008, as well as an aggressive prospecting campaign for opportunities that produce 1,000-2,500 rooms peak nights for future years. Continue aligning our sales efforts to target third party booking agents such as Smith Bucklin, Conference Direct, International Meetings Network, Conferon and Helms-Briscoe.

Goal 10: Create Austin Sports Commission to further develop sports market

Strategies:

- Capitalize on Austin's reputation as a sports and recreation center in the national arena to leverage potential income sources and further develop group room potential and resources in the sports market.
- Work with Communications Department to develop media exposure and promotional/collateral materials.

Major Convention Center Bookings in FY 2005/2006

Group Name	Dates	PRN	TRN	Attendees
Texas Association of School Administrators	1/27-2/1/06	1,000	3,479	4,000
Texas Computer Education Association	2/4-10/06	1,825	5,710	12,000
Association of Writers and Writing Programs	3/6-13/06	1,400	5,200	3,000
Lifesavers, Inc.	4/7-12/06	1,225	4,200	1,600
World Congress on Information Technology	4/29-5/6/06	1,100	5,100	2,000
NISOD – National Institute for Staff & Organizational Development	5/26-6/1/06	1,160	4,187	1,700
NAMM – The International Music Products Assn	7/8-18/06	2,995	13,825	22,000
Texas High School Coaches Association	7/26-8/2/06	2,495	7,876	11,000

Austin Convention Center Forecast (updated 5/2/05)

Convention Center Definite Room Nights & Attendance

Year	Attendance	Room Nights	# of Events
2010	12,000	2,115	1
2009	26,200	21,881	6
2008	58,100	33,838	9
2007	46,050	36,687	12
2006	142,298	121,124	41
2005	186,790	136,606	50
2004	241,750	190,220	51
2003	144,800	147,648	47
2002	204,400	91,989	41
2001	121,200	107,131	38
2000	268,250	141,788	51
1999	237,905	96,787	45
1998	232,250	110,605	41
1997	67,350	72,906	34
1996	33,621	31,520	16

Convention Center Tentative Room Nights & Attendance

Year	Attendance	Room Nights	# of Events
2014	25,000	20,840	3
2013	10,000	12,320	1
2012	38,200	45,866	6
2011	12,000	20,015	2
2010	58,200	54,510	8
2009	16,100	35,597	10
2008	33,700	61,609	12
2007	78,500	86,688	30
2006	47,375	50,895	20
2005	20,300	15,579	7

Convention Services

Mission

The Convention Services Department's mission is to support definite meetings and conventions bookings by providing customers with assistance and services that benefit and enhance their meetings. The department assists in the sales process. The Services Department strives to assist planners in making their Austin meetings and conventions as successful as possible, resulting in a commitment to return with future business. The department consists of a director of convention services, convention services manager, housing manager, services coordinator and approximately 25 part-time registration assistants.

Department Overview

Introduction to Services

Meeting planners are introduced to Convention Services either in the booking stage during site visits or from an informational packet detailing overall services available, samples of brochures and promotional items.

Referrals

Meeting planners or conference committee members are often seeking products, services, or suggestions for their conventions. Convention Services provides lists of local resources, the Meeting Planner & Destination Guide and directs clients to the Bureau's website. Convention Services offers a new online supplier lead referral service to assist planners in securing local suppliers for their meetings.

Attendance Builders

For some larger groups, the Services Department exhibits at their convention the year prior to coming to Austin to inform conference attendees about Austin and encourage attendance the following year.

Site Inspections

Convention Services assists planners with scheduling appointments and accompanying clients on tours of local facilities and to meetings with local conference suppliers.

Planning Meetings

Services staff meets with the client to assist in pre-planning and conference needs.

Convention Housing

The Convention Services department also includes the Bureau's convention housing service. For multi-hotel conventions, the Bureau handles reservation assignments to the contracted properties. Real-time, internet-based housing is offered and allows the attendee to book, change and cancel reservations online. The Bureau builds the website, manages the inventory, submits reports to hotels and handles mailed or faxed reservation requests.

Registration Assistance

The Bureau currently employs 25 part-time, on-call staff to assist conventions with registration, cashiering, room monitoring, packet stuffing, information booths and general conference assistance.

Brochure Fulfillment

For groups of all sizes, Services provides brochures and maps highlighting the things to see and do in Austin. Photographic images, videos and promotional items are also available.

Local Supplier Meetings

The department is responsible for being familiar with area businesses and resources available to conventions. They meet with companies interested in working with conventions to better understand the scope of the business and to encourage the business to be listed in the Meeting and Destination Guide and on the Bureau's website.

Pre and Post Convention Meetings / Post Convention Surveys

Pre-convention meetings are scheduled with larger groups utilizing multiple services to review all conference details and process last minute changes. A post-convention meeting is also held to identify processes that worked well and to recommend areas for improvement. Post convention surveys are sent to the group organizer to gauge responses about the event and obtain final figures for possible future bookings. Survey results, reported quarterly and annually, are shared with industry partners.

Convention Services Goals/Strategies, FY 2005-06

GOALS	Monthly Goals 04-05	Monthly Goals 05-06	Annual Goals 04-05	Annual Goals 05-06
Groups Served	67	75	800	900
Registration Assistant Hours Provided	266	325	3,200	3,900
Reservations Assigned	666	1,125	8,000	13,500

Quantifiable Services

In addition to the above listed goals, Convention Services also tracks the following:

- Supplier Referrals – 200 (FY 05/06 estimate)
- Site Visits – 40 (FY 05/06 est.)
- Planning Meetings/Visits – 50 (FY 05/06 est.)
- Pre/Post Convention Meetings – 25 (FY 05/06 est.)

Goal 1: Provide Internet housing bureau services to multi-hotel groups

Strategies:

- Provide system training to part-time support staff for additional housing groups
- Pre-plan housing set up for each group and create housing site
- Assign 13,500 reservations annually
- Complete housing for 12 citywide conventions
- Reconcile housing actuals picked-up for billing purposes
- Create a housing insert for packet to promote housing services to potential customers

Goal 2: Promote housing bureau, registration assistance and convention services to new bookings for revenue development

Strategies:

- Review sales traces of booked groups and offer services to 900 bureau booked and non-bureau booked conventions
- Hire and train five new registration personnel to handle increased goal of 3,900 registration annual staffing hours
- Evaluate registration staff pay and fee structure to produce profit of \$5,000 in registration assistance program
- Attend promotional trips for select groups one year prior to Austin convention to encourage increased attendance and interest in Austin

Goal 3: Analyze and communicate customer needs to encourage partnerships and use of local resources

Strategies:

- Provide new e-marketing service to customers for promotion of their Austin convention

- Implement online service lead system to better track supplier referrals through upgrades in the database and greater usage of the bureau website
- Continue improvement of the Austin product by sharing results of e-mail surveys on a monthly basis to entities involved
- Continue involvement in industry organizations by serving on boards and committees and by attending industry meetings and conventions
- Participate in trade shows, fam trips, sales missions, site visits and special events to educate customers on services available through the Bureau
- Attend pre- and post-convention meetings for feedback on the convention's Austin experience
- Send e-mail blast of new Austin services and calendar of events two months prior to convention to encourage increased length of stay
- Review educational opportunities for staff in industry conferences and meetings
- Offer software training for staff to maximize productivity

Goal 4: Work with Austin businesses and hospitality industry partners to develop awareness of conventions and share client needs and expectations

Strategies:

- Continue production of brochure highlighting downtown area restaurants offering discounts and/or promotions to convention delegates
- Send list of large groups to restaurants and facilities one month prior to major conventions and events
- Continue production and distribution of "sun visor" convention calendar to Austin cab drivers
- Utilize upgraded database software to streamline services pick-up requests by automatically sending pick-up requests following a convention
- Calculate direct dollar impact reports to share with industry partners
- Hold quarterly industry strategy sessions to evaluate the Austin product and needed areas of improvement
- Work with City of Austin to establish a banner corridor in the Convention Center district to welcome group delegates
- Provide music to select conventions as a booking incentive while assisting music department in marketing music as an integral part of all conferences
- Provide welcome receptions to select conventions as a booking incentive

Goal 5: Develop products and materials for promotion of Austin as a convention and travel destination

Strategies:

- Work with Retail Operations Manager to expand promotional products and amenity offerings for use as client appreciation gifts
- Identify prime conventions for installation of welcome banners at the airport based on room night and attendance criteria
- Coordinate production of 20,000 University Interscholastic League housing brochures to assist participants and spectators in securing reservations during annual state competitions and tournaments
- Encourage sale of Austin products to convention clients and hotels for promotional efforts

Goal 6: Enhance registration assistance program

Strategies:

- Purchase uniforms for registration assistant that identify them as ACVB staff
- Purchase mobile vendor cart for use as information booth at conventions

Marketing Communications

Mission

The Communications Department strives to increase awareness in the media and the public arena of Austin as a convention and leisure destination through effective public relations and advertising/marketing campaigns. The department coordinates advertising, promotions, publications, website, research and public and media relations programs for all departments. As the agency's official voice, the department delivers the message of the Austin CVB in a cohesive and comprehensive manner.

Department Overview

The department consists of three full-time employees. The staff includes a director of marketing communications, media relations manager and communications manager. Through integrated advertising/marketing campaigns, media placements and pro-active public relations efforts, the department communicates the organization's message to the media, public officials, hospitality industry, meeting planners and general public.

Due to budget constraints in advertising and promotions, the Marketing Communications Department concentrates primarily on strong media relations efforts to maintain Austin's high profile in the state, national and international media, and on local public relations to increase awareness of ACVB within the local community. As a result, the media value of coverage attained by the Bureau this fiscal year will reach almost \$8 million. In comparison, the Bureau's total advertising expenditure for FY 2004-05 was \$223,816. For every \$1 spent on advertising, ACVB gained \$35.74 of free editorial coverage (3,500% return on the investment).

Department responsibilities fall into five primary categories:

- Media Relations
- Publications/Collateral
- Advertising
- Website Management/ E-marketing
- Research

The marketing communications director oversees external and internal communications for the Bureau, serves as media spokesperson for Austin CVB and works directly with the President & CEO on branding campaigns, research, public issues and long-range planning. The communications manager is responsible for the quarterly electronic newsletter and monthly reports, photo and video libraries, managing the website, project manager for the customer resource management system and publications. Response to media requests and inquiries primarily comes from the media relations manager, who writes press releases, solicits editorial coverage, compiles a monthly industry electronic newsletter, schedules media visits and arranges journalists' itineraries.

Marketing Communications Goals/ Strategies, 2005-06

	Monthly Goals 04-05	Monthly Goals 05-06	Annual Goals 04-05	Annual Goals 05-06
Releases/ # Contacts	8/330	9/396	96/ 3,960	108/ 4,752
Media Inquiries	126	133	1,512	1,596
Media/Site Visits	6	7	72	84
Dollar Impact of media	\$541,475	\$595,622	\$6.5 million	\$7.1 million
Advertising Responses	1,833	3,666	22,000	44,000
Images Issued	145	145	1,740	1,740
Website Visits	18,150	19,965	217,800	239,580

Goal 1: Increase media relations efforts and editorial placement

Continue pro-active media relations throughout 2005-06, primarily through press releases to local, regional and national media; and direct contact via email, telephone, media missions and hosting one-on-one media visits to Austin. Continue international efforts by working with and utilizing the public relations agencies employed by the State of Texas in the United Kingdom, Germany, Canada and Mexico.

Strategies:

- Host an average of 7 individual journalists monthly (84/yr)
- Respond to an average 133 media inquiries per month for editorial coverage
- Write and distribute an average of 9 press releases per month to 396 local, regional, national and international media contacts
- Actively participate in local Public Relations Society of America (PRSA) chapter and attend national PRSA convention/ media showcase
- Actively participate in Society of American Travel Writers (SATW) as associate member and attend annual regional (Central States Chapter) convention
- Actively participate in Travel Industry of America (TIA) Pow Wow media marketplace
- Attend Texas Travel Industry Association annual conference
- Increase number of domestic media FAM tours to two annually: "Literary Austin" Media Tour in partnership with Texas Book Festival in October and a media preview tour in January in partnership with the new Blanton Museum of Art
- Partner with Whole Foods Market for media event in New York City
- Host media event in Washington, DC
- Participate in sales/media mission to Chicago
- Plan media mission to New Orleans and Baton Rouge
- Host media luncheon in Dallas
- Partner with Texas Wine & Food Festival for a media food tour during festival
- Host media area during Austin City Limits Music Festival
- Sponsor annual Batini contest for media

Goal 2: Introduce advertising creative; expand advertising campaigns

Utilize market research compiled over the past two years to unveil new creative concepts capturing the essence of Austin for the meetings/conventions, group/ travel trade and leisure tourism markets.

Strategies:

- Develop new creative print campaign and marketing message
- Develop balanced print media plan to touch key meetings & convention publications with minimal number of insertions in such publications as:
 - ✍ TSAE Directory
 - ✍ Executive Update
 - ✍ Black Meetings and Tourism
 - ✍ Hispanic Meetings
 - ✍ Association Management
 - ✍ Successful Meetings
 - ✍ Meetings and Conventions
 - ✍ Meeting Professional
 - ✍ Convention South
- Develop a new co-op program to re-engage Austin hotels and convention center; issue RFPs to Successful Meetings, Meetings & Convention and Meeting Professional magazines
- Provide advertising support to Convention Sales vertical market efforts in areas of technology, sports, multi-cultural, pharmaceutical, fraternal and incentive markets
- Develop comprehensive print media plan for key regional and national consumer/ leisure travel publications targeting demographics based on research, including:
 - Texas Monthly
 - Texas Highways
 - Southern Living
 - AAA publications in Texas, Midwest, Oklahoma & New Mexico
 - Men's Journal
 - National Geographic Traveler
- Continue advertising/promotional partnership created with regional CVBs and attractions as "Gateway to the Hill Country" by sponsoring two annual newspaper inserts in May (targeting summer travelers with placements in Dallas, Fort Worth and Houston) and October (targeting holiday travelers with placements in New Orleans and Baton Rouge)—both high needs periods for area hotels
- Support newspaper campaign with summer radio promotions/ trip giveaways on key Dallas, Fort Worth and Houston stations
- Support newspaper campaign with holiday "Untraditionally Austin" radio promotions/ trip giveaways in New Orleans and Baton Rouge

Goal 3: Develop promotional materials to support efforts of conventions sales & services, tourism, sports commission and media relations

Due to a series of budget cuts since 2001, sales and marketing efforts have been thwarted by a lack of sufficient collateral materials.

Strategies:

- Develop new digital image gallery for use by ACVB in marketing the city, for use by clients in promoting their meetings and events in Austin, and for editorial use by media
- Create new promotional video/DVD, customizing specific messages for Convention Sales/ Services, Tourism, and general public/media relations
- Compile new b-roll footage, customizing specific versions for general media usage, food media (highly requested) and film/location needs based on history of requests
- Develop new rack brochure to fulfill needs of Austin Sports Commission
- Develop banners, signage, tabletop displays as needed for promotional events

Goal 4: Implement comprehensive e-marketing plan to reach the more than 50% of travel market currently using the Internet to plan trips

With the launch of a new website, e-marketing system and customer resource management system, Austin CVB now has the tools to fully utilize web-based marketing. However, additional resources are needed in order to implement programs necessary for increasing Austin's presence on the Internet and to drive web traffic and revenue.

Strategies:

- Develop general search engine optimization program with major search engines such as Google, Citysearch and Yahoo to drive qualified traffic to ACVB website by identifying and optimizing keywords associated with Austin
- Gain a greater online presence and higher traffic to the website through effective advertising and online partnerships with other websites, focusing in particular on travel planning websites in key drive market cities, including but not limited to Dallas, Fort Worth, Houston and San Antonio
- Develop affinity promotions by creating online sweepstakes that include airfare, hotel accommodations, rental cars and attraction passes; email addresses collected during the sweepstakes can be added to opt-in lists for e-marketing purposes
- Develop comprehensive web database mining, profiling and marketing programs to capture information about visitors to website including their origin cities, how they use the site and other demographic and preference information that can be used for future online marketing programs

Goal 5: Publications

The Communications Department continues to work closely with the editorial and sales staffs of Weaver Publications to produce the annual *Meeting Planner & Destination Guide*, the bi-annual *Austin Official Visitors Guide* and the annual *Austin Film Production Guide*.

Strategies

- Provide listings and coordinate editorial direction of guides
- Approve design and photography for guides
- Coordinate distribution of Visitor Guides with Convention Services, Visitor Center and Weaver Publications
- Set up distribution plans for guides

Tourism Sales

Mission

The Tourism Sales & Marketing Department's mission is to promote and sell Austin as a leisure travel destination to the domestic and international travel markets by developing and implementing programs designed to generate room nights; increase visitation to attractions, heritage sites and cultural institutions; and to impact retail establishments, restaurants and transportation companies. The department also assists other Austin CVB departments with tourism product and infrastructure development initiatives.

Department Overview

Tourism efforts focus on generating group and individual leisure travel business by increasing the number of Austin packages and tours available for purchase by consumers, both domestic and international. Tourism utilizes traditional sales strategies including tradeshow, sales calls and missions, and familiarization tours to maintain this focus and further its marketing and sales efforts. In addition, Tourism develops both general and event specific travel packages to Austin that are available directly to the consumer via the ACVB website, as well as a newly integrated coupon section that provides an added value to the traveler.

Tourism is committed to providing the best possible destination sales and marketing services to three key industry segments: domestic travel trade, international travel trade and online packaging. The priority is sell packaged travel through domestic and international tour operators, wholesalers, incentive travel planners, group travel leaders, travel agents, auto club offices and other travel planners. However, the initial success of online travel packages featuring Austin indicates a high rate of potential growth. The services provided are designed to showcase Austin and the Texas Hill Country as a unique leisure travel destination in the U.S. and in Texas.

Our department provides local travel industry partners—hotels, attractions, restaurants, step-on guides, transportation companies, minority chambers, ABStigstrom International Airport, City of Austin—with the highest level of leisure travel business leads and business generation through cooperative marketing and packaging opportunities, familiarization trips, tradeshow and sales missions. Tourism assists ABIA in attracting and supporting air service to Austin and works with Austin's minority chambers to further develop minority constituency travel to Austin.

The Tourism Department consists of a Director of Tourism, who oversees the department's activities and handles the international travel trade, including Canada, Mexico, United Kingdom and Germany. The Tourism Sales Manager handles the domestic travel trade including tour operators, group leaders and AAA travel agencies. A Tourism Coordinator supports the minority sales department and Tourism Sales efforts.

Market Update

Austin remains the fourth most visited city in Texas, behind Dallas, Houston and San Antonio, all major destinations with strong consumer awareness. In order to be competitive and continue gaining market share from these cities, Tourism must maintain consistent sales and marketing efforts in the group and individual leisure travel markets, both domestic and international.

Domestic

Over the past few years, Austin has experienced an upward trend in leisure travel visitation and destination spending. Americans are more likely to travel within the U.S., and Texans are more apt to travel within Texas. Likewise, travel is more apt to be done via automobile. This bodes well for Austin since 68 percent of our total visitation is by Texans and 55 percent of travel to Austin is by car. The economic impact from nearly 17 million visitors is \$2.8 billion.

International

In 2004, international arrivals to the U.S. increased by 11.8 percent, for a total of 46.1 million visitors. In 2005, arrivals to the U.S. are forecast to grow by 6.5 percent to reach a total of 49.1 million visitors. U.S. arrivals from Europe in 2004 grew by 12.1 percent over 2003 for a total of 9.7 million visitors. Europe is the top tourism generating overseas region. European arrivals to the U.S. are forecast to increase by 8.6 percent in 2005.

Asian arrivals to the U.S. increased by 16.8 percent in 2004 over 2003, for a total of 5.8 million visitors. U.S. Arrivals from Asia are forecast to increase by 7.2 percent in 2005.

U.S. arrivals from South America totaled 1.6 million in 2004, an increase of 8.1 percent over 2003. South American arrivals are forecast to increase by 7.6 percent in 2005.

- Mexico is the leading source of international travelers to the state and second largest travel market to the United States. The Mexico market accounted for 4.8 million travelers to Texas in 2002.
- Canada is the second leading source of international travelers to the state and the leading country of origin for travelers to the United States. In 2003, more than 246,600 Canadians visited Texas and spent more than \$155 million while in the state.
- United Kingdom is the number one overseas travel market for the U. S. and Texas. It ranks as the third largest overall international travel market for Texas. In 2002, UK residents traveling to Texas spent approximately \$219 million while in the state.
- Japan is the second leading source of overseas visitors to the state and the fourth largest overall international travel market for Texas. In 2002, approximately 91,000 Japanese visited Texas, an increase of 25% over 2001. Of those, 55,500 were primarily business travelers with the remaining being leisure travelers. Japanese travelers spent an average of \$123 per day per visit and \$1,649 per visitor per trip.
- Germany is the third largest overseas travel market for the United States and the third largest overseas travel market for Texas. In 2002, German travelers spent approximately \$126 million while in the Texas.

Marketing Goals/Strategies 2005-06

	Monthly Goals 05-06	Monthly Goals 06-06	Annual Goals 05-06	Annual Goals 06-06
Missions/Tradeshows	1	1	12	12
Site Visits/FAM Tours	1.2	1.2	15	15
Inquiries Fulfilled	130	130	1,560	1,560
Hotel Leads	15.5	15.5	186	186
Tours Booked	18	18	216	216
Room Nights	355	355	4,260	4,260

Austin CVB Tourism Department plans to integrate a domestic travel-trade marketing strategy that combines the packaging opportunity of national tour operators, as well as the selling potential of drive-markets intermediaries through the implementation of a proactive and innovative initiative.

The domestic and international travel trade efforts incorporate the messages of ACVB's advertising and public relations campaigns to reposition Austin as a premier domestic and international leisure travel destination.

Goal 1: Generate Increased room nights, visitation, and business by group leisure travelers from domestic markets

Austin will participate at established national travel trade shows such as National Tour Association (NTA) Annual Convention and the American Bus Association (ABA) Marketplace, seeking opportunities at both shows to maximize exposure for participating partners. In addition, Austin CVB has developed online packages that generate increased visibility for the Austin product.

Strategies:

- Attend 2005 NTA National Convention
- Attend 2005 American Bus Association
- Travel South Trade Show
- Participate in Kaleo
- Attend TIA International POW WOW
- Texas Travel Trade Counselors Conference
- Participate in domestic sales missions
- Host site visits for individual domestic travel trade operators
- Work with tourism partners to host tour operator FAMs with NTA & ABA operators
- Follow-up on Group Leaders America (Glamer) contacts from previous year
- Develop itineraries for incentive travel, student groups and family reunions
- Develop online newsletter for travel trade clients
- Tour group online survey
- Conduct e-marketing campaign to all NTA and ABA tour operators, and to educate them on packaging Austin

Goal 2: Generate increased room nights, visitation and business by individual leisure travelers from domestic and international markets

Strategies:

- Expand and maintain online travel packages
- Offer pre-fab and customized itinerary planning via ACVB website
- Continue event specific online packaging (ACL Music Fest, Texas Book Festival, Bat Festival, etc.)
- Arrange sales mission targeting drive market AAA offices
- Host site visits and FAMs for domestic/international travel trade
- Develop e-marketing campaign for consumer database

Goal 3: Maximize the drive market to increase leisure tourism

Work with the American Automobile Association (AAA) to capture and maximize this market. AAA has remained a leader of the domestic leisure travel market in recent years. Receptive operator, American Tours International (ATI), has been tapping into this important and growing market through participation as a Preferred Tour Operator of AAA, a developer of AAA Motor coach Tours and Fly/Drive America City Packages and as the supplier of AAA Negotiated Hotel Rates. ATI is the hotel-booking engine on several AAA websites.

Strategies:

- Target the following AAA clubs for e-marketing campaign and consumer show participation:
 1. AAA New Mexico
 2. AAA Oklahoma
 3. AAA Colorado
 4. AAA Kansas
 5. AAA Missouri
 6. AAA Arizona
 7. AAA Nebraska
 8. AAA Louisiana
 9. AAA Carolinas
 10. AAA Arkansas
 11. AAA Mid-Atlantic
- Promote Austin packages to AAA travel agents, travel counselors and members through educational seminars
- Direct e-marketing campaign to AAA agents and counselors that educates them on selling and packaging Austin
- Work with Communications Department to promote travel packages and coupon programs through media relations, including hosting travel-trade media FAM

Goal 5: Develop and generate local support and education for and about the Austin tourism industry

Strategies:

- Continued development and utilization of the Austin Tourism Council
- Increase National Tourism Week activities
- Participate in tourism related educational conferences and activities

- TTIA Unity Dinner, Travel Summit
- Legislative activities
- TACVB Education Seminars
- Texas Hospitality Training with local partners
- Continued growth and development of relationships with ABIA and airlines
- Generate opportunities for tourism partner cooperative programs

Goal 6: Generate travel and tourism related conference and meeting business leads

Strategies:

- Utilize leads from travel trade related organizations (TIA, NTA, ABA, RSA and SYTA, etc.), using these memberships to access databases and create leads to prospect
- Utilize leads from other industry contacts

Goal 7: Develop new consumer promotions to increase awareness of and travel to Austin.

Innovative promotions should be used in collaboration with advertising, public relations and packaging development to increase Austin's market share of the leisure visitor. Promotions often involve some level of travel discount or incentive. The following promotional concepts utilize this proven tactic, while others leverage Austin's celebrity and even proximity to larger, more popular, destinations. Many of these speculative promotional ideas include built-in, consumer media potential and trade news value.

Strategies:

- Work with American Express to develop packages to promote to leisure travelers
- Work with American Airlines to increase hotel accommodations on their on-line packaging web site
- Continue generating e-mail blasts to consumers for periodic information
- Continue creating itineraries to increase promotion of travel product
- Increase participation in on-line package program and coupon program
- Attend specific consumer related tradeshow specific to the required needs of the Austin tourism product

Heritage Marketing

Mission

The Heritage Marketing Department's goals enable visitors to experience and appreciate the city's distinctive cultural heritage and history. Heritage Marketing produces several successful annual programs for the community. The department will continue to explore additional opportunities for increasing awareness of Austin as a tourist destination.

Department Overview

Heritage Marketing currently oversees a number of heritage tourism related programs. The grants program, administered by ACVB with the consideration of recommendations by the Historic Landmark Commission, operates under two annual cycles. The program involves notification of owners of historic properties, either owned or occupied by non-profit entities or by governmental agencies. Several meetings are required before final approval of these applications. Upon completion of the projects, final verification of the work and proof of payment are required before funds are disbursed.

Since Congress Avenue and East Sixth Street both lie within National Register Districts, the Landmark Commission must approve all banners installed on these streets. The Bureau administers this program. The most notable banners for this program are those installed during Black History Month.

Heritage Marketing offers free, guided walking tours for the following areas: East Sixth Street/Congress Avenue, the Bremond Block, and the State Capitol and grounds on Thursdays through Sundays, March through November. Customized tours for other areas and on different schedules are provided, contingent on the availability of staff.

Heritage Marketing produces and/ or distributes brochures for Congress Avenue/Sixth Street National Register District, Bremond National Register District, Hyde Park Neighborhood, Walking/Drive Tour of West Austin, Texas State Cemetery, O. Henry Trail, Presidential Corridor, African-American Visitors Gate, Elisabet Ney Museum, Pioneer Farms, Oakwood Cemetery and Historic Walking Tours.

The department partners with other historic, cultural and community groups to expand awareness of Austin's distinctive destinations.

Marketing Goals/Strategies 2005-06

	Monthly Goals 04-05	Monthly Goals 05-06	Annual Goals 04-05	Annual Goals 05-06
Walking Tour Participants	410	410	4,920	4,920
Advertising Responses	1,500	1,500	18,000	18,000
Speakers Bureau	20	20	240	240

Goal 1: Promote and expand Austin's tourism services with heritage as a major component in order to increase and extend visitors' stay and to increase bed tax revenues

Strategies:

- Provide regular schedule of guided and self-guided walking/driving tours and custom tours when requested
- Distribute walking tour flyers, brochures and other printed matter to special groups, historical entities and tour guide operators, as well as other destinations in the city and to Texas Travel Information Centers

Goal 2: Provide seed funding through the grants program for restoration and rehabilitation of historic sites and structures available to tourists

Strategies:

- Implement grant cycles
- Market grants program
- Administer grants projects

Goal 3: Create an ambiance on Austin's downtown streets (Congress Avenue and East 6th Street) to identify and create an awareness of the historic and cultural significance of the city for visitors

Strategies:

- Banner programs
- Observance of Black History Month
- Installation of Austin Landmark Medallions on city-zoned historic structures

Goal 4: Increase awareness of Austin as a premiere Texas destination for heritage tourism

Strategies:

- Concentrate advertising efforts for increased and identifiable results
- Provide various civic, governmental and nonprofit groups with heritage related presentations
- Maintain, index and update photographs of historic structures

Goal 5: Assist with marketing of the Austin Visitor Center

Strategies:

- Provide advice and suggestions regarding retail items available for tourists and visitors
- Respond to inquiries relating to historic facts about the city
- Assist in securing necessary approvals for signage and permits

Goal 6: Update brochures that encourage tourists to visit Austin's historical attractions

Strategies:

- Maintain the standard and quality of brochures
- Establish partnerships with tourist destinations and accommodations that support ACVB

Goal 7: Expand and provide on-going training for staff

Strategies:

- Attend the National Trust Annual Conference
- Attend the annual Texas Historic Preservation Conference
- Attend Travis County Historical Commission meetings
- Attend Austin Historic Landmark Commission meetings
- Attend Presidential Corridor Association meetings
- Attend meetings of the Heritage Society of Austin

Goal 8: Assist in generating new business for the expanded Austin Convention Center

Strategies:

- Generate prospecting leads for referral to Convention Sales
- Provide information to current partners to promote inquiries for Convention Sales

Goal 9: Expand existing and create new community partnerships

Strategies:

- Provide information and collateral pieces for ethnic groups
- Coordinate with the Heritage Society for tourism programs at Pioneer Farms

Film Office

Mission

The mission of the Austin Film Office is to promote Austin and the surrounding area as premier locations for feature film and television projects, as well as electronic and print commercials; to expedite requests and assist film projects by serving as a liaison between the production companies, residents, business interests and governmental entities.

Department Overview

As currently structured, the film department has one full-time and one part-time employee. The Director coordinates location scouts, reviews scripts and meets regularly with industry professionals. Staff members market Austin as a film location at tradeshows and other events. The director also works with production managers on location scouts and site visits. There is regular interaction with the Marketing Communications, Convention Services, Convention Sales and Visitors Center staffs.

Marketing Goals/Strategies 2005-2006

	Monthly Goals 04-05	Monthly Goals 05-06	Annual Goals 04-05	Annual Goals 05-06
Housing Leads	.5	.5	6	6
Production Packets	6	6	72	72
Production Starts	1	1	12	12
Production Days	15	15	180	180
Number of Commercials	2	2	24	24

Goal 1: Enhance services to filmmakers filming in Austin or considering Austin as a location for filming

Strategies:

- Provide the highest quality of service to filmmakers with the intention of establishing repeat business
- Work with city departments to improve services for filmmakers
- Educate productions on cost and timesaving, using sales department and their contacts for housing
- Provide industry decision makers a state of the art location package (Reel-Scout)
- Host a Texas Association of Film Commissions event in the spring to showcase the filming possibilities in Austin
- Attend Locations Expo tradeshow
- Co-host Austin Film Festival opening night reception
- Produce Austin Production Guide for 2005-2006

Goal 2: Improve relations with local and national film industry partners

Strategies:

- Forge relationships with local vendors, production companies and ancillary businesses
- Plan event to coincide with Showbiz Expo in Los Angeles
- Co-host cast and crew screenings of local film projects
- Host a local Austin Film Industry appreciation event
- Place "Thank You" advertisements in major trade publications for project made in Austin

Goal 3: Educate local community of economic benefits of film

Strategies:

- Increase presentations to community groups
- Work with Marketing Communications to develop press releases and free editorial

Music Marketing

Mission

The Austin Music Office promotes Austin as the "Live Music Capital of the World." The diversity of Austin music—blues, rock and roll, jazz, classical and country—draws millions of visitors to Austin each year. Leisure and business travelers are encouraged to visit the more than 150 live music venues throughout the city, and when hosting a meeting or event to book music to utilize the city's 1,500 musical acts.

Department Overview

Austin's success as both a business center and travel destination is greatly enhanced by its culture, which for decades has revolved around a vibrant live music scene. Capitalizing on this musically charged environment, the Music Office operates with one fulltime employee. The department promotes the availability and accessibility of live music to convention and meeting event planners and markets Austin as a prime destination for music related conventions.

Marketing Goals/Strategies

	Monthly Goals 04-05	Monthly Goals 05-06	Annual Goals 04-05	Annual Goals 05-06
Industry Contacts	35	50	420	600
Booking Assists	7	10	84	120
Sales Leads	.5	.5	6	6

Goal 1: Promote Austin as the Live Music Capital of the World to visitors

Strategies:

- Conduct a concentrated marketing effort promoting Austin's diverse live music scene to leisure travelers through the promotion of music events and special cultural offerings in conjunction with the City's Economic Growth and Redevelopment Services Department
- Augment the Marketing Communications Department efforts by hosting journalists to increase the number of articles about Austin music in publications
- Assist Tourism Department in creating packages and tours involving music-related activities such as Austin City Limits Music Festival, Austin Salsa Festival and The Austin Fine Arts Festival
- Participate in the National Folk Alliance Conference, a strategic conference for musicians and booking agents worldwide; the Music Office will actively participate in the 2006 conference in Austin
- Produce a compilation CD of Austin music for 2005-06
- Enhance music information on ACVB website for visitors

Goal 2: Promote availability and accessibility of Austin music

Strategies:

- Work with Convention Sales and Services departments to use music as an additional selling tool when competing with other destinations by assisting with site visits, materials and bookings for local events
- Manage the "Have You Hired a Musician Today?" program by assisting conventions, tradeshow and local businesses with booking recommendations for live music at events
- Book music for familiarization, sales, tourism and media events

Goal 3: Work with the City of Austin on music related issues, including attending the Austin Music Commission meetings and booking City Council music

Strategies:

- Attend the Austin Music Commission meetings and help execute goals for the music community
- Book all live music for weekly City Council meetings

Goal 4: Work with community partners to strengthen the music community

Strategies:

- Work with local cultural organizations, such as the Austin Latino Music Alliance, Black Music Alliance and other cultural arts groups to promote music events that will bring visitors to Austin and raise the level of awareness of culturally diverse music
- Continue to partner with community and hospitality organizations such as the Downtown Austin Alliance, Austin Music Foundation, Austin Hotel Lodging Association and Austin Hospitality Association to promote the importance of the music industry to tourism
- Continue to partner with and promote the variety of arts and music organizations working to make Austin the Live Music Capital of the World, including and not limited to Austin Lyric Opera, Austin Symphony and the Austin Chamber Music Center

Visitor Center

Mission

The mission of the Austin Visitor Center is to provide thorough and efficient customer service and collateral materials to visitors in order to facilitate longer overnight stays and encourage return visits from travelers.

Department Overview

The department employs three full-time, two part-time and one shared staff members and utilizes the services of about a dozen volunteers. The department works closely with the staff and volunteers at the airport information desk by providing collateral material and other information.

The Visitor Center staff is comprised of the Director of Visitor Services, Visitor Center Associate Manager, Retail Operations Manager and three Visitor Information Specialists. It is the responsibility of all staff members to assist walk-in customers and people seeking assistance by phone in answering questions and providing appropriate materials and information. Additionally, all staff members assist with retail purchases and ticket sales.

The Director of Visitor Services oversees all aspects of the Visitor Center, prepares annual budget and marketing plan, produces monthly reports, accounts for all monies collected from retail sales, represents the Bureau on appropriate committees within the Downtown Austin Alliance and other related organizations and performs other duties as required.

The Visitor Center Associate Manager helps train and supervises volunteers, represents the Bureau at DOVIA (Directors of Volunteers in Austin) monthly meetings and performs other duties as required.

The Visitor Information Specialists oversee inventory of retail items, update and maintain cash register PLUs, represent the Bureau at community and corporate events by providing collateral material and information, solicit new business for the brochure displays, maintain brochure inventory, communicate with Texas Travel Information Centers and perform other duties as required.

Within the Visitor Center, the Retail Operations Manager purchases products for resale, maintains inventory and creates displays.

Marketing Goals/ Strategies 2005-06

	Monthly Goals 05-06	Monthly Goals 04-05	Annual Goals 05-06	Annual Goals 04-05
Walk-in Inquiries	10,000	9,130	120,000	109,560
Call-In Inquiries	1,750	1,500	21,000	18,000
Mail/Internet Inquiries	975	975	11,700	11,700
Total Visitor Inquiries	10,775	11,605	129,300	139,260
Visitor Packets Sent	7,135	7,135	85,620	85,620
Retail Revenue	\$10,918.66*	\$5,000	\$131,000	\$60,000

*Average; retail revenue goals vary monthly

Goal 1: Continue education programs and site visits for staff and volunteers to enhance first-hand knowledge of Austin's attractions and amenities, resulting in achieving customer service of the highest level

Strategies:

- Identify new venues and attractions
- Schedule visits

Goal 2: Increase volunteer program

Strategies:

- Participate in area volunteer fairs
- Talk to civic groups and service organizations

Goal 3: Increase community awareness of the Visitor Center

Strategies:

- Attend events likely to attract area residents and provide collateral material
- Participate in UT student orientation fairs
- Speak to community and corporate groups
- Host public events at the Visitor Center

Goal 4: Increase retail revenue to offset cost of new location

Strategies:

- Bring in new and unique retail merchandise
- Work with tour companies to increase sales
- Actively solicit new participants for brochure display program

Staff Contacts

Area codes are 512 unless otherwise noted

Administration

Robert Lander, President & CEO	583-7201
Diantha Harris, Executive Assistant to the President	583-7254
Gina Palmertree, Finance Coordinator	583-7204
Melissa Bryan, Director of Information Technology	583-7208
Cindy Nale, Human Resources Manager	583-7207
Karen Case, Director of Administration	583-7202
Jennifer Foster, Receptionist	583-7203
Brandon Kingsbury, Operations Coordinator	583-7251

Convention Sales

Mary Kay Hackley, Director of Sales	583-7215
Charlie Wilson, Regional Director	202-296-8914
Craig Jenkins, Sales Manager	583-7212
Laurie Hartz, Sales Manager	583-7216
Shannon Cannon, Sales Manager	583-7214
Donna Cottle, Sales Manager	583-7217
Matthew Payne, Sales Manager	583-7257
Alysa Tata, Sales Manager	583-7219
Erin Counts, Express Sales Manager	583-7258
Allison Cooksley, Sales Coordinator	583-7220
Suzanne Burkard, Sales Administration Manager	583-7221
Jennifer McKinney, Sales Coordinator	583-7206
Christine Cramer, Programs Manager	583-7218

Marketing Communications

Cynthia Maddox, Director of Marketing Comm.	583-7209
Eileen Reid Beusing, Media Relations Manager	583-7210
Katie Cook, Communications Manager	583-7245

Tourism Sales & Marketing

Adriana McWilliams, Director of Tourism	583-7228
Paula Bennett, Tourism Sales Manager	583-7232

Convention Services

Linda Atkins, Director of Convention Services	583-7222
Janice Foster, Convention Services Manager	583-7224
Rose Curran, Assoc. Housing Manager	583-7225
Holly Blum, Convention Services Coordinator	583-7223

Heritage Marketing

Betty Baker, Director of Heritage Marketing
Marian Augustine, Heritage Marketing Coordinator
Ed Van De Vort, Tour Guide

583-7226
583-7227
583-7233

Music and Film Marketing

Gary Bond, Director of Film Marketing
Rose Reyes, Music & Film Manager

583-7229
583-7230

Visitor Information Center

Ty Pearson, Director of Visitor Services
Cheri Winterrowd, Retail Operations Manager
Harrison Eppright, Visitor Center Assoc. Manager
Saundra Turner, Visitor Information Specialist
Cynthia Trenckmann, Visitor Information Specialist
Barbara Maloney, Visitor Information Specialist

583-7235
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